

*See notes in memo  
for results of test  
session*

23 August 1984

MEMORANDUM FOR: Curriculum Committee

FROM:

[redacted]

STAT

Assistant Director of Training for Curriculum

SUBJECT:

Curriculum Committee Agenda for 27 August 1984

1. The next Curriculum Committee meeting will be held at 1330 (not, as previously scheduled, 1400) on Monday, 27 August in the OTE Conference Room.

2. The agenda:

1330 - 1345 - Status Report on the S&T  
Needs Survey

1345 - 1515 - Consideration of FY 1985  
Executive Development Electives

1515 - 1530 - New Course Checklist (draft) Discussion

1530 - 1545 - CBT Developments

[redacted]

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[redacted]

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3. The Committee will not be asked to take any action on the S&T needs survey. We will want to act on [redacted] proposed offerings for 1985. I have asked John to take the Committee through each course, using as a guide the draft New Course Checklist (only as a guide), because the Checklist has not yet been discussed by the Committee and because, in any event, the Executive Development group would not have had the time to get to the members before the meeting a completed checklist for each proposed elective. STAT

4. With respect to the "Checklist", I hope we will have time at least to begin our discussion of the draft. Also, I wanted to present to the Committee the statistical run-down of our course categories by students and student-days, but the data is not, as

**SUBJECT: Curriculum Committee Agenda for 27 August 1984**

of this writing, quite ready. You will note from the attached minutes of the last meeting, that we had intended to discuss "consumer relations" in the forthcoming meeting, but consideration of the Executive Development electives take precedence. We may want to consider an extra meeting during the week of 10 September to finish consideration of career categorization, New Course Checklist, zero-based review and any "under-development" process. STAT

**Attachments**

**Distribution:**

D/OTE  
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C/ISTD  
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C/MATD  
C/TSD  
C/EDS  
C/PG  
C/CTS

### Minutes from Curriculum Committee Meeting on 31 July

The Chairman stated that [ ] had sent a requirement for S&T training which needs a reply by 1 August. Discussion followed as to whether OTE can accommodate the S&T figures. It was decided that we need to sit down with [ ] before answering his memo. The Chairman said he would discuss it with the D/OTE.

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A recent meeting with [ ] regarding courseware for OTE--particularly mainframe delivered material in the ISTD world--was discussed. One of the main insights from [ ] was the importance of building "user-friendly" software into the SAFE system. This could have the effect of saving us a great amount of training effort.

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[ ] discussed the Advanced Management Course which was discontinued a year and a half ago. It was not getting good results. [ ] is now working on revising the course. It will be changed to a one-week course. He wants to present his draft of the new course to all STOs personally and get their input. They hope to include outside speakers such as Alice Sargeant. Problems may result in who is going to the course. After discussion with the STOs regarding the course, it will be brought back to the Curriculum Committee for discussion. In addition, [ ] said the "Looking Glass" course had gone well despite initial reservations on the part of the DO participants.

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[ ] announced that [ ] will have his analysis of the S&T needs survey ready by the next Curriculum Committee meeting. This will inevitably result in more students, staff, and resources, and raises questions about similar surveys for the DO and the DA. All of which, [ ] pointed out, has implications for OTE's organizational lash-up.

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A discussion was held on the course checklist and the different categories. Some were changed. There was also a discussion as to whether the percentages should be broken down according to the days a course runs or per students.

[ ] feels there needs to be a new catalog published with sequencing in it or pyramids, so that people know when to take a course. Following a lengthy discussion on this subject, the Committee agreed that it would be useful to discuss the entire topic of communications with customers at a forthcoming meeting.

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23 August 1984

## MEMORANDUM FOR THE RECORD

FROM:

[redacted]  
Executive Development Staff

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SUBJECT: Review of Proposed Executive Development Program  
Elective Courses--FY85

1. At the suggestion of the Assistant Director of Training for Curriculum, [redacted] and I presented our proposed Executive Development Program Elective Courses for FY 85 to a panel of senior representatives from each of the career services. Members of the panel were: Helene Boatner, DI; [redacted] DCI; William Donnelly, DA; and [redacted] DO. [redacted] DS&T, was unable to attend.

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2. The panel suggested that the proposed schedule of elective courses was a very ambitious program, and they had some reservations about our being able to accomplish all of these in FY 85.

3. We believe that given adequate resources we can meet this schedule, but asked the panel to rank the electives; should something have to be cut. They rated three of the electives--Resource Decision Making for Executives, Intelligence Collection in the 1990s, and CIA and the Congress--as the most critical. The elective on Program/Project Management and Evaluation was rated lowest; being of value primarily to the DS&T. We pointed out that before we could proceed with the elective on The Directors of Central Intelligence, the approval of the DDCI and DCI would have to be obtained. All agreed that this was a politically sensitive issue and a difficult course to develop. They said, however, that if it can be done this elective would be very useful.

4. For the elective on Intelligence Collection in the 1990s, it was recommended that we include the issue of how to process all the information collected. In a subsequent meeting with members of the Collection Requirements and Evaluation Staff who are assisting in developing the elective, we added processing as a topic in this course.

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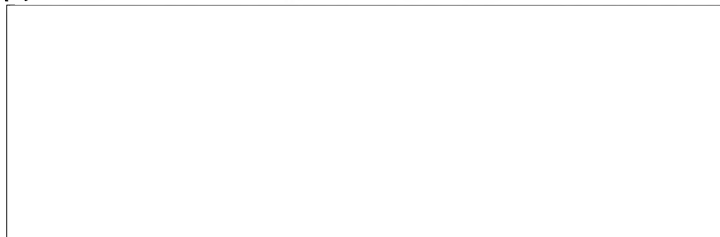
**SUBJECT: Review of Proposed Executive Development Program  
Elective Courses--FY 85**

5. The market for the elective on Meeting the Challenges of Post-Election Changes was believed to be small, yet the topic was quite timely and very important for certain executives in each Directorate. It was recommended that we go forward with the elective on the basis that we are able to get Dick Lehman to lead the discussions and act as course director.

6. There was mixed discussion on the Seminar on Implementing and Maintaining Excellence. Some felt there probably would be little interest in it. Others said it was still an issue and that we need to offer such a course. It was suggested that Agency experts such as Bill Donnelly and well-known outside experts should be included in the elective.

7. In addition to the elective on Automation and the CIA Executive, it was suggested that another elective be developed on automation, artificial intelligence, and intelligence processing in the 1990s. Mr. Donnelly stated that there will be a ten-fold increase in information and that a "revolution is coming down the pike in communications and automation" about which we need to start thinking and preparing our people. All agreed that we will be facing a tremendous problem of processing all the information collected--sorting out the "garbage"--and making the valuable information available to those who need it.

8. The panel believed that the seminar on Covert Action was of Agency-wide relevance, and that all components which support covert action should be included. They also stressed the need to have a creative approach to the problems associated with covert action.



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OTE/EDS



(23 August 1984)

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**DISTRIBUTION:**

Orig - D/OTE

1 - Members of the Curriculum Committee

**EXECUTIVE DEVELOPMENT PROGRAM  
ELECTIVE COURSES - FY 85**

**1. Resource Decision Making  
for Executives**

2 & 3 Oct. 84  
(0900-1700)  
1001 C of C

O.K.

Discussion of the Budget Cycle and Agency resource management process; including roles of the Executive Committee, Intelligence Community Staff, Office of Management and Budget, and Congress. Includes a ranking exercise using the same budget as presented to the Executive Committee. For the Agency executive who wants to know how to budget effectively.

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**2. Intelligence Collection  
in the 1990s**

30 Oct.-1 Nov. 84 \*  
1001 C of C

O.K.

This Seminar focuses on changes in the international environment and initiatives for technical and human source collections being considered to meet this challenge.

**3. Intelligence and National  
Security Policy: The Nixon  
Administration**

6, 13, 20 Nov. 84  
(1700-1930)  
IDI Conf. Room, Has.

O.K.

Using case studies developed by Edward Proctor, a former Deputy Director for Intelligence, and discussions with former senior Administration officials, the Seminar explores how intelligence is used to support national security policy.

**4. Meeting the Challenges of  
Post-Election Changes**

14 & 15 Nov. 84  
(1700-1930)  
DCI Conf. Room, 7D64 Has.

O.K.

Whatever the outcome of the presidential elections, we can expect several major cabinet-level changes. The Seminar focuses on how the Agency adjusts to these changes and meets the needs of the new policymakers.

- \* The number of sessions and specific times for the elective have not yet been established. The date shown is the all-inclusive period allocated for running the elective.

5. **Seminar on Implementing  
and Maintaining Excellence**

4 & 5 Dec. 84  
(1300-1630)  
916 C of C

*OK*  
*defer*

Provides the opportunity to develop a strategy for implementation and maintaining at the unit level the Agency's new Credo and "search for excellence."

6. **Levinson Leadership Seminar**

2 - 7 Dec. 84

*OK*

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The Leadership Seminar provides an excellent opportunity to explore one's own style of leadership and gain additional insight into your role as an Agency leader. It also provides a framework for understanding and reacting to a wide variety of employee and organizational problems. One of the highlights of the Seminar is the session on managing change.

7. **CIA and the Congress**

8 - 10 Jan. 85 \*  
1001 C of C

*OK*

Examines the interaction of CIA with the Congress, covering roles of relevant committees, Agency responsibilities to the Congress, budget and oversight implications, and guidelines for Congressional presentations. Includes sessions with Members of Congress, staffers, and Agency executives.

8. **Automation and the  
CIA Executive**

22, 23, 24 Jan. 85  
(1300-1600)  
1001 C of C

*OK*

Examines the human, organizational, and managerial impact of automation as experienced in the private sector, the public sector, and the Agency.

9. **Seminar on Implementing  
and Maintaining Excellence**

5 & 6 Feb. 85

*OK*  
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Provides the opportunity to develop a strategy for implementation and maintaining at the unit level the Agency's new Credo and "search for excellence."

- \* The number of sessions and specific times for the elective have not yet been established. The date shown is the all-inclusive period allocated for running the elective.

**10. Covert Action**19 - 21 March 85 \*  
1001 C of C

*O.K.*

Covers the current status of covert action, capabilities, techniques, and a perspective of future trends. Also examines how covert action programs are initiated, approved, managed, and implemented; the role of the White House and the Congress; political considerations; and what covert action can and cannot accomplish in the present national security environment.

**11. Program/Project Management and Evaluation**2 - 4 April 85 \*  
1001 C of C

*will talk w/ DD & E*

This Seminar covers the principles of managing high-cost projects and other large-scale activities. Participants will discuss program planning, evaluation, and control; and contract management.

*about clearing for execution*

**12. Intelligence and National Security Policy: The Kennedy/Johnson Administrations**4, 11, 18 April 85  
(1700-1930)  
DDI Conf. Room, Hqs.

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*O.K.*

Using case studies developed by Edward Proctor, a former Deputy Director for Intelligence, and discussions with former senior Administration officials, the Seminar explores how intelligence is used to support national security policy.

**13. The Directors of Central Intelligence**23 - 25 April 85 \*  
1001 C of C

*defer pending DCI approval*

A review of the management and leadership styles, the environment in which they served, plus the accomplishments and failures of former Directors of Central Intelligence. Based on readings and discussions with officials who served during the periods under review.

**14. Levinson Leadership Seminar**

2 - 7 June 85

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The Leadership Seminar provides an excellent opportunity to explore one's own style of leadership and gain additional insight into your role as an Agency leader. It also provides a framework for understanding and reacting to a wide variety of employee and organizational problems. One of the highlights of the Seminar is the session on managing change.

- \* The number of sessions and specific times for the elective have not yet been established. The date shown is the all-inclusive period allocated for running the elective.